

ANNEX O RESOURCE MANAGEMENT

I. SITUATION AND ASSUMPTIONS

- A. Although the state has various industrial, service, natural and human resources, Kentucky does not have an adequate industrial resource capability to meet all of the state's needs and must rely on the importation of a major portion of its industrial and consumer goods.
- B. Transmission lines, pipelines, river ports, aircraft support and control facilities and land based transportation routes through the Commonwealth are vulnerable to both natural and man made disruptions.
- C. A national or international emergency, as well as disasters, might isolate the Commonwealth from energy sources, raw material, or finished products.
- D. The receiving, warehousing and distribution systems serving most of the state's population are located in areas designated potential target areas by the federal government.
- E. During and after a period of proclaimed state of emergency, the Governor may determine that it is necessary to implement a system for controlling the production, distribution, allocation, conservation and use of the basic resources (human resources, goods, services and related facilities) that are available to the Commonwealth. **He will then activate the Commonwealth's Economic Stabilization Board.**
- F. The Governor has the authority to implement and enforce rationing or reallocation of resources through the provisions of **KRS 39A.100 (1) (h).**
- G. During periods of national emergency, the President may implement a federal system of resource management through authority granted by the Congress.
- H. There may or may not be a warning period before this annex is put into effect.
- I. These controls may be put into effect for only a few days or weeks, or may cover a number of years.
- J. To the extent possible, the private sector of the economy will be relied upon to perform voluntarily in an emergency.
- K. The management of local resources, not regulated by the federal government, may be controlled by the state or local government.

II. MISSION

The purpose of this annex is to define the organization and assign responsibilities for a system providing effective utilization and conservation of resources available to the

Commonwealth. Plus, to provide, in concurrence with national and state policies, interim economic stability controls and emergency measures for the rationing of food, petroleum, and other essential items to consumers, and the stabilization of prices, wages, salaries and rents.

III. DIRECTION AND CONTROL

- A. The Governor will notify the Secretary of the Environmental and Public Protection Cabinet (EPP&C) when to activate and de-activate the Economic Stabilization Board.
- B. The Secretary of the EPP&C will act as the Commonwealth's Economic Stabilization Board Chairman. The Economic Stabilization Chairman will carry out the resource management and economic stabilization policies of the federal and state government.
- C. The Commonwealth's Economic Stabilization Board will consist of the Chairman and seven other members appointed from the private and governmental sector by the Governor.
- D. The Economic Stabilization Board shall consist of the following officers: the Chairman, Rent Control Officer, Price Control Officer, Consumer Rationing officer, Wage and Salary Officer, Credit and Banking Officer and Compliance Officer.
- E. Greater detail concerning economic stabilization and resource management will be found in the Commonwealth's Emergency Resource Management Plan.
- F. Federal agencies will provide liaison for resource coordination and support through the Commonwealth's Economic Stabilization Board. The federal government is responsible for overall resource mobilization, including determining the need for, and the extent of, civilian mobilization in all national emergencies. The lead federal agency will be the Department of Homeland Security. Federal response will be under the umbrella of the National Response Plan.

IV. CONCEPT OF OPERATIONS

- A. The Commonwealth's Economic Stabilization Board will support, implement and administer federal and state resource management and economic stabilization measures, and coordinate their measures with overall state and federal policies.
- B. The board will exercise direction and control over resource management and economic stabilization within the Commonwealth to include purchasing, stockpiling and distributing resources. The various cabinets maintain as part of their governmental function listing of equipment, personal and other resources that can be used in an emergency.

- C. The board is responsible for the registration of all citizens for rationing purposes, the issuing of ration cards, and the establishment of priorities for the distribution for scarce resources.
- D. The duties of the board are:
 - 1. Chairman is responsible for the overall operation of the board and will select the necessary personnel to carry out these functions at the state level.
 - 2. Rent Control Officer
 - a. Principal advisor to the Chairman of the Economic Stabilization Board on all matters concerning Rent Control.
 - b. Supervises the Rent Control Section of the Economic Stabilization Board.
 - 3. Price Control Officer
 - a. Principal advisor to the Chairman of the Economic Stabilization Board on all matters concerned with Price Control.
 - b. Supervises the Price Control Section of the Economic Stabilization Board.
 - 4. Consumer Rationing Officer
 - a. Principal advisor to the Chairman of the Economic Stabilization Board on all matters concerned with Consumer Rationing.
 - b. Supervises the Consumer Rationing Section of the Economic Stabilization Board.
 - 5. Wages and Salaries Officer
 - a. Principal advisor to the Chairman of the Economic Stabilization Board on all matters concerned with Wages and Salaries. Works closely with federal wage and salary officials and assists them whenever possible.
 - b. Supervises the Wages and Salaries Section of the Economic Stabilization Board in implementation of federal and state guidelines.
 - 6. Credit and Banking Officer
 - a. Principal advisor to the Chairman of the Economic Stabilization Board on all matters concerned with credit, money and banking. Works closely with federal credit, money, banking officials and assists them whenever possible.

- b. Supervises the Credit and Banking Section of the Economic Stabilization Board in implementation of federal and state guidelines.

7. Compliance and Legal Officer

- a. Principal advisory to the Chairman of the Economic Stabilization Board on all matters concerning the audits, enforcement, or legal problems related to economic stabilization in the Commonwealth of Kentucky.
- b. Supervises the Compliance and Legal Sections of the Economic Stabilization Board.
- c. Insures that an adequate audit of retail ration evidence is made, and policies and procedures are followed.
- d. Investigate complaints or alleged violations of the Economic Stabilization Program.
- e. Prepares the necessary legal documentation and represents the Economic Stabilization Board in all prosecutions for violations of the Economic Stabilization Program.

E. The board upon direction of the Governor will take the following action:

- 1. Publicize and enforce the temporary freeze on retail inventories of items designated essential by the state or federal government.
- 2. Announce and enforce rationing of items to individual consumers.
- 3. Announce and enforce use levels for all items to be rationed.
- 4. Upon request of federal government, report on the availability of food, petroleum products and other essential items under local rationing systems.
- 5. Advise the public how and where to register to receive rationing certificates.
- 6. Set priorities on the use of all resources in the Commonwealth.
- 7. Inform local manufacturers, wholesalers and retail distributors on their roles under the local rationing or priority system.
- 8. Announce and enforce controls on prices and rents.

F. Rationing procedures for food will conform to those established by USDA or Kentucky Department of Agriculture see Annex S "Food Management" of this plan, and those for fuel will conform to Annex P "Energy Supply".

G. The Commonwealth's Economic Stabilization Board will, in cooperation with other federal and state organizations, distribute policies and guidance to the population consistent with state and federal economic stabilization objectives. The purpose for issuing these policies and guidance is to assure application throughout the state of compatible measures, and to ascertain that the most essential needs are identified and met with the resources available. The Economic Stabilization Board will work with all segments of the population to establish procedures to implement economic stabilization, and insure a fair and equitable distribution of all essential resources.

H. Federal Government Responsibility

Maintain the solvency and functioning of the banking and monetary system throughout the emergency period. The United States Treasury Department, through federal financial agencies are responsible for the preparedness and administration of banking, money, credit and tax programs. Self-triggering operation procedures and orders have been (or will be) pre-positioned with banks and other financial institutions at all levels throughout the state. **See ESF #14 "Long Term Community Recovery", of the National Response Plan.**

I. County Government Responsibilities

1. Each County Judge/Executive, **when directed by the Governor**, will appoint an Economic Stabilization Board that will be responsible for carrying out the resource management and economic stabilization policies of the State Economic Stabilization Board.
2. The County Economic Stabilization Board will consist of the Chairman, the Price Control Officer, Rent Control Officer, Consumer Rationing Officer and other members from the private sector and governmental agencies as needed.
3. The management of local resources not regulated by federal or State emergency authority is the responsibility of local government.

J. Private Sector

Where required and applicable, private sector labor, industry, business, financial and service enterprises will be encouraged to:

1. Cooperate in the development and support of resource mobilization policies and programs and assure continuity of industry.
2. Provide, produce, process, distribute and redirect essential goods and services at levels needed to support national objectives.

3. Cease operations involved in nonessential activities and where practical provide support for those that are essential.
4. Comply with emergency rules and regulations relating to production, distribution, acquisition and use of essential resources.

K. Operational Readiness Phases

1. Preparedness Phase

- a. Develop standard operating procedures.
- b. Develop system for determining resources available and needed.
- c. Develop an organization.
- d. Ensure that necessary forms are available.
- e. Ensure all personnel concerned are familiar with their responsibilities.
- f. Take part in tests and exercises as requested by state authorities.
- g. Conduct training program.
- h. Upon instructions from the Governor representative shift to Response Phase.

2. Response Phase

a. Increased Readiness Period

- 1) Complete all steps not yet completed under Preparedness Phase.
- 2) Review and update annex.
- 3) Alert personnel needed to carry out annex.
- 4) Initiate a program to provide needed training.
- 5) Check to insure necessary supplies are available.
- 6) Upon instructions from the Governor, or representative, shift to Emergency Operations Period or return to Preparedness Phase.

b. Emergency Operations Period

- 1) Complete any procedures under Increased Readiness Phase not yet completed.

- 2) Begin processing of inventory to determine resources available.
- 3) Keep records of resources made available.
- 4) Coordinate resource allocation with surrounding counties.
- 5) Follow state and federal guidance.
- 6) Keep records on workers made available, work undertaken, and hours worked.
- 7) Upon instructions from the Governor or representative shift to Recovery Phase.

3. Recovery Phase

- a. Carry out operations as directed by EOC to save lives and limit damage.
 - b. Upon instructions from the Governor or representative shift to Preparedness or Response Phase,
 - c. Upon reverting to Preparedness Phase, survey organization for cost of conducting operation,
 - d. Critique operations for updating plan, and
 - e. Finalize records of operation.
- L. The primary objective of this program is to ensure local, state, and national survival and recovery. To achieve this objective, response phase resources available to the Commonwealth will be assigned to activities concerned with saving lives, immediate military operations and economic activities essential to continued survival and recovery. State officials in their emergency assignments, must determine what resources are available, how they are to be used, and the extent to which resources are lacking or in excess of essential needs.

V. ADMINISTRATIVE SUPPORT

Reports for forwarding to the Department of Homeland Security concerning actions taken by the Economic Stabilization Board will require the Board to develop its own administrative support staff. Personnel for this staff should be developed through and in conjunction with the EPP&C.

VI. GUIDANCE PUBLICATIONS

- A. Economic and industrial Aspects of CRP, CPG 2-8.16

- B. Disaster Planning Guide for Business and Industry, CPG 2-5
- C. The Conceptual Framework for Emergency Mobilization Preparedness, FEMA FPC-2
- D. General Guidelines for Resource Management in National Emergencies, FEMA FPC-7
- E. "Continental Preparedness" by North American Defense Industrial Organization
- F. Defense Mobilization Orders -- CFR, Title 44, Chapter 1, Parts 320-330
- G. Resource Management: A Historical Perspective; FEMA Contract EMW-83-c-1388
- H. International Considerations Associated with Economic Planning for Recovery from a Generalized Disaster, FEMA RR-16
- I. Defense Production Act of 1950, PL 81-774, E.O. 10480

APPENDIX O-1 BASECAMPS

I. SITUATION AND ASSUMPTIONS

- A. Base camps are established as required in areas close in proximity to emergency impact areas. The purpose is to accommodate emergency workers responding to the event in areas where there are either limited hotel/motel resources, or when occupying hotels/motels would not permit disaster victims from relocating from shelters into hotel/motels.
- B. There are four levels of Base Camps:
 - 1. Type I support 1000 persons
 - 2. Type II supports 500 persons
 - 3. Type III supports 250 persons
 - 4. Type IV supports 100 persons

II. DIRECTION AND CONTROL

- A. All services for base camps will be contracted for due to a lack of state owned resources and personnel to staff such facilities. The overall Base Camp Manager will be a Kentucky Division of Emergency Management (KyEM) staff member approved by the Governor's office.
- B. The Kentucky National Guard has the capability to establish one 250-person military type base camp. This is typical of a military deployment for bare base operations. This resource can be tasked if necessary if the unit is not deployed on other missions. It should be noted and considered, that the use of military resources typically cost more than commercial vendors.
- C. Commercial vendors will be considered the primary source of the establishment of base camps. **See ERIL Annex O for list.**

III. CONCEPT OF OPERATIONS

- A. Billeting
 - 1. First choice of accommodations will be the conversion of a fixed facility / building to accommodate personnel. Such conversion will include installation of dividing walls, partitions or curtains in order to allow for some privacy.
 - 2. Second choice will be to bring in travel trailers or mobile bunkhouses. Trailers can accommodate six personnel, while bunkhouses accommodate 10 personnel.

3. Final and last resort will be to erect tents as billeting. Tents are very labor intensive to set up, do not allow for heating and cooling, typically do not have floors and impart a sense of depression because of a lack of windows.

B. Food Services

1. Food services will be accomplished through contract catering. Four meals per day will be served using the US Forest Service 10-day rotation meal plan.

C. Shower Accommodations

1. Shower trailers will be brought in. These trailers typically accommodate 6-10 persons at a time, include a changing room. Trailers have a high capacity hot water heater, typically fueled by propane.

D. Restroom Accommodations

1. Porta-potties will not be used unless no other resources were available. Typically, restroom trailers will be obtained through the same sources as shower trailers. Restroom trailers resemble a public restroom, are well lighted, have mirrors, sinks, toilets and urinals. Versions are available both men and women.

E. Laundry Facilities and Services

1. Portable laundry trailers come in two configurations, self-service and commercial. In the self-service, workers can do their own laundry just like in a laundromat. In the commercial version, a contract service will be brought in to wash, dry and fold laundry for base personnel.

F. Medical Care

1. A basic medical clinic will be provided to afford routine medical check-ups and care. Any emergency will necessitate calling 911 or having an on-site EMS paramedic unit. Clinics will be staffed by a public health nurse and/or at a minimum, a certified paramedic.

G. Recreation Facility

1. Between meal periods, the dining tent will be used as a recreation facility. On bases accommodating over 500 personnel, a separate tent facility will be provided with recreation items such as a Ping-Pong table, large screen TV, reading library, daily newspapers, board games, cards and other items to afford workers a means to relax between shifts.

H. Administration Office

1. Telecommunications

- a. Public pay phone trailers will be located within the billeting area, food service, recreation and administrative areas to allow personnel to call family and friends.
 - b. Ten voice phone lines and two T-1 lines will be ordered to support the administrative office at the Base Camp.
2. Office space will be established to allow for the management of the site.
 3. Safety & Security will be mission tasked to the Justice and Public Safety Cabinet for law enforcement.
 4. All temporary structures setup for use under this Appendix will be inspected by all appropriate code enforcement agencies.

I. Facility Retrofits (Type I – III Base Camps)

1. When possible, an existing facility should be reviewed for possible retrofit to accommodate emergency workers. Retrofitting a facility can be easier than constructing from a “bare base” site. All services should be reviewed and space allocated for them. If necessary, additional structures or modules can be brought in to supplement a site.

J. Trailers and Mobile Home Use (Type III & IV Base Camps)

1. When a short-term facility is required lasting up to 30 days, the use of travel trailers should be explored. Although trailers typically accommodate only 4-6 persons per unit, they are faster to set-up and can be moved should the need arise.
2. Typically, travel trailers will be used to support “A” Teams, Forward Operation Bases and damage assessment teams.
3. Where trailers do not accommodate enough services such as laundry, restrooms, messing or medical faculties; mobile showers and restrooms, and laundry units can be brought in to supplement.
4. Module office units should be ordered to accommodate the administrative space requirements and can serve as a medical clinic, recreation room, and conference room or dining facility.

K. Modular Construction Concepts (Type I & II Base Camps)

1. A variety of pre constructed, modular units can be brought in to construct a base camp. These have been typically used on off shore oilrigs, and as emergency worker housing off shore in post disaster environments. These units can be flatbed trucked in, or brought in by rail or barge within a few days.
2. The advantage of these systems are their flexibility and their ability to interconnect with each other as well as stack on each other, thus saving the square footage footprint of the camp.
3. Other considerations of using modular units are that the deployment and return costs are high due to transportation requirement. As such, they should be used in situations requiring a base camp to be established over 30-days in length.
4. The following are examples of the modules available.

IV. TABS

- O-1-1 Trailer Billeting
- O-1-2 Mobile Kitchen Trailer
- O-1-3 Mobile Shower Trailer
- O-1-4 Mobile Restroom/Shower Trailer
- O-1-5 Mobile Restroom Trailer
- O-1-6 10 and 18 Person Crew Bunk Modules
- O-1-7 4 and 2 Person Supervisor Bunk Modules
- O-1-8 Galley Module
- O-1-9 Double Stacking of Modules
- O-1-10 Modular Community

TAB O-1-1
TRAILER BILLETING

I. SITUATION AND ASSUMPTIONS

TAB O-1-2
MOBILE KITCHEN TRAILER

I. SITUATION AND ASSUMPTIONS

TAB O-1-3
MOBILE SHOWER TRAILER

I. SITUATION AND ASSUMPTIONS

TAB O-1-4
MOBILE RESTROOM/SHOWER TRAILER

I. SITUATION AND ASSUMPTIONS

TAB O-1-5
MOBILE RESTROOM TRAILER

I. SITUATION AND ASSUMPTIONS

TAB O-1-6
10 AND 18 PERSON CREW BUNK MODULES

I. SITUATION AND ASSUMPTIONS

TAB O-1-7
TRAILER BILLETING

I. SITUATION AND ASSUMPTIONS

TAB O-1-8
GALLEY MODULE

I. SITUATION AND ASSUMPTIONS

TAB O-1-9
DOUBLE STACKING OF MODULES

I. SITUATION AND ASSUMPTIONS

TAB O-1-10
MODULAR COMMUNITY

I. SITUATION AND ASSUMPTIONS

APPENDIX O-2 LOGISTICS STAGING AREA

I. SITUATION AND ASSUMPTIONS

II. CONCEPT OF OPERATIONS

A. Field Operations Support

1. Mobilization Areas

a. Concept:

- 1) A temporary site established, typically prior to an event such as a hurricane, where various resources inbound from numerous vendors (commercial, the National Guard, mutual aid etc), arrive and are logged in, formed into task forces as required (unless already formed), and are readied for redeployment in support of emergency operations.
- 2) Resources are not offloaded from trucks, but are simply gathered until after the event occurs, when they are redeployed to a Logistical Staging Area. (LSA) Resources are then deployed from the (LSA) to the requesting county or municipality.

b. Site Management:

Mobilization Areas require just a minimum of oversight management. Typically a management team of 2-3 personnel can be assigned. Their responsibilities are to inventory and log in all resources arriving at the Mobilization Area (MobArea) and pass along this information to the State Emergency Operations Center Logistics Section. Facilitate on-site support of personnel at the site is necessary, but because the (MobArea) will be typically located out of harms way, hotel rooms, restaurants and other support services will be available.

c. Site Support:

The state will not install telephone lines at a MobArea due to the short duration, but will use cellular and/or satellite telephones. One computer with modem and Internet access will be required in order to interface with the Kentucky Emergency Operations Center.

B. Logistics Staging Areas

1. Concept:

- a. A temporary site will be established in close proximity to an impact area immediately after the event in order to provide direct resource support to

local government. LSA's take three forms based on size and physical resources available.

- b. The purpose of an LSA is to supplement resource deficiencies from counties, municipalities and response agencies, in responding to, and recovering from an emergency event. This includes the warehousing of commodities; equipment and supplies needed to support victims, emergency responders and the community infrastructure. In addition, it serves as a location form which response teams can be staged, such as search and rescue, medical teams, utility restoration crews, debris management teams and others.

2. Common to all LSA Sites:

- a. Safety Issues: A safety officer will be assigned at all times at all LSA locations. This individual will be responsible for overall security, fire, medical and life safety concerns. This includes compliance with OSHA regulations such as forklift operations and certification of operators.
- b. Resource Management: It is imperative that accurate records are maintained regarding the receiving, inventorying, shipment and field movement of all resources. This includes expendable and non-expendable property.
- c. The LSA in coordination with the Kentucky Emergency Operations Center Logistics Section, Resource Management Branch will be responsible for the tracking of all expendable resources from the time of vendor ordering through delivery and receipt by the requesting agency or entity.
- d. The LSA in coordination with the Kentucky Emergency Operations Center Logistics Section, Resource Management Branch will be responsible for the tracking of all non- expendable resources from the time of vendor ordering through delivery, receipt, use, maintenance, demobilization, rehabilitation and return to vendor by the requesting agency or entity.

Orders received by an LSA may come either directly from the requesting agency or through the Kentucky Emergency Operations Center Logistics Section. The route will be determined based on the event, situation, resource requirements and span of control capable by the LSA.

3. Staffing:

- a. An LSA Manager will manage LSA's. This individual will be a Division of Emergency Manager employee or an individual designated by the SCO to act on behalf of the Commonwealth. Such individuals are responsible for

site direction and control under the direction of the Kentucky Emergency Operations Center State Emergency Response Team Chief, Operations Chief or Logistics Chief in that order. Direct supervision and support will come from the Logistics Section, deployment and Planning Branch Chief.

- b. Persons filling this position could include a state employee from another state agency, a local emergency manager, an emergency manager from another state under the Emergency Management Assistance Compact. The LSA Manager will have overall management responsibility for all activities conducted at that site. This will include the coordination of all support agencies such as governmental, commercial vendors and voluntary agencies.
- c. Actual site operations will be tasked to one of the following entities.
 - 1) An agency of the Commonwealth of Kentucky.
 - 2) An agency of local government.
 - 3) A VOAD member agency.

4. Logistics Staging Areas (LSA) TYPES:

a. TYPE I LSA (State and Federal Site):

Aircraft: A site that has the ability to receive fixed wing aircraft up to and including at a minimum, C-130 / C-17 military. Some sites, typically international airports, will have the capability to receive large aircraft. The site must also be able to accept at least two military helicopters in a designated area. Due to strict FAA regulations, sites are subject to all FAA regulations regarding vehicle and personnel traffic and activity on the site. This may include the display of orange and white-checkered flags, or amber strobe lights on each vehicle. Strict fencing and safety precautions must be taken.

- b. Covered Space: The site will have at least 150,000 square feet of covered and secured space in order to store unloaded resources. Where such covered space is not available, additional resources may have to be brought in to include items such as tents and/or temporary buildings. Some resources can be stored outdoors if covered with waterproof tarps, but past operations have shown that this will only be acceptable for a few hours due to inclement weather conditions.

- c. Hard Stand: The site will also have a minimum of 350,000 square feet of hardstand space to accept commercial vehicle parking, outdoor storage and material movement. Where paved or asphalt hardstand is inadequate, hard pack dirt may be acceptable depending upon water runoff. In some locations, a 3" layer of large gravel may have to be spread in order to facilitate water runoff.

5. Type I-A LSA (NPS)

- a. Aircraft: A site that has the ability to receive fixed wing aircraft up to and including, 747/C-141 military aircraft, with a minimum 8,000 foot runway and a "K" Loader. Some sites, typically international airports, will have the capability to receive large aircraft. The site must also be able to accept at least two military helicopters in a designated area. Due to strict FAA regulations, sites are subject to all FAA regulations regarding vehicle and personnel traffic and activity on the site. This may include the display of orange and white-checkered flags, or amber strobe lights on each vehicle. Strict fencing and safety precautions must be taken.
- b. Covered Space: The site will have at least 10,000 square feet of air conditioned covered and secured space in order to store NPS resources.
- c. Hard Stand: The site will also have a minimum of 50,000 square feet of hardstand space to accept commercial vehicle parking and material movement. Must be a paved or asphalt hardstand, hard pack dirt or gravel is not acceptable.
(Note: Type 1-A LSA if established in conjunction with a Type 1 LSA then all Type 1 requirements must also be met)

6. Type II LSA (State Site):

- a. Aircraft: The site must be able to accept at least two military helicopters in a designated area. Due to strict FAA regulations, sites are subject to all FAA regulations regarding vehicle and personnel traffic and activity on the site.
- b. Covered Space: The site will have at least 100,000 square feet of covered and secured space in order to store unloaded resources. Where such covered space is not available, additional resources may have to be brought in to include items such as tents and/or temporary buildings. Some resources can be stored outdoors if covered with waterproof tarps, but past operations have shown that this will only be acceptable for a few hours due to inclement weather conditions.

- c. Hard Stand: The site will also have a minimum of 200,000 square feet of hardstand space to accept commercial vehicle parking, outdoor storage and material movement. Where paved or asphalt hardstand is inadequate, hard pack dirt may be acceptable depending upon water runoff. In some locations, a 3" layer of large gravel may have to be spread in order to facilitate water runoff.

7. Type III LSA (County Distribution Site):

- a. Aircraft: The site must be able to accept at least one military helicopter in a designated area. Due to strict FAA regulations, sites are subject to all FAA regulations regarding vehicle and personnel traffic and activity on the site.
- b. Covered Space: The site will have at least 20,000 square feet of covered and secured space in order to store unloaded resources. Where such covered space is not available, additional resources may have to be brought in to include items such as tents and/or temporary buildings. Some resources can be stored outdoors if covered with waterproof tarps, but past operations have shown that this will only be acceptable for a few hours due to inclement weather conditions.
- c. Hard Stand: The site will also have a minimum of 50,000 square feet of hardstand space to accept commercial vehicle parking, outdoor storage and material movement. Where paved or asphalt hardstand is inadequate, hard pack dirt may be acceptable depending upon water runoff. In some locations, a 3" layer of large gravel may have to be spread in order to facilitate water runoff.

APPENDIX O-3
FORWARD OPERATING BASE

I. SITUATION AND ASSUMPTIONS

II. CONCEPT OF OPERATIONS

- A. A Forward Operations Base is established within an impact area for purposes of staging response and recovery teams. No commodities or other items typically distributed from an LSA will be delivered, managed or distributed by a Forward Operations Base. Forward Operations Bases may be in austere locations in harsh conditions. Power, water communications and other utilities may not be available. Teams will have to bring all necessary resources with them. Billeting, communications, food service, medical and other support elements will have to be provided by each team on site.
- B. KyEM will pre-identify sites, confirm site suitability for the mission during activation's and provide technical and material support to these sites as required.

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- B. KyEM will pre-identify sites, confirm site suitability for the mission during activation's and provide technical and material support to these sites as required.

APPENDIX O-4
LOGISTICAL ORGANIZATION

